

# **TIG BRIEF**

JUL - AUG 2003

THE INSPECTOR GENERAL OF THE AIR FORCE

## **ATSO**

**Ability to  
Survive & Operate**

## **FOUO**

**For Official  
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**The legal basics**

## **Technology & Acquisition**

## **Program Inspection**

**by the Inspector General, Space Command**

## **Wills**

**A facet of legal readiness**

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**Management Reviews • Audits • Best Practices**





# THE INSPECTOR GENERAL BRIEF

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## IMAGERY

**Cover:** Tent assembly in a sand storm

by Senior Amn. Tammy Grider

**2:** Mr. John Clendenin, based on a photo

by Master Sgt. Dave Ahlschwede

**5:** Staff Sgt. Cherie Thurlby

**10:** Master Sgt. Alan Brown

**16:** Petty Officer Tom Spurduto

**17:** Staff Sgt. Cherie Thurlby

**18:** Airman 1st Class Omayra Cortes

**21:** Courtesy U.S. Air Force Museum

**Back Cover:** Mr. John Clendenin

based on a photo by Mr. Gary Ell

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## Integrity, service, excellence at the U.S. Air Force Academy

The recent issues which have gained much media coverage and congressional involvement regarding sexual assault/harassment at the U.S. Air Force Academy resulted in the need for numerous changes at our Academy. These were clearly spelled out in the *Agenda for Change* document signed by the Secretary of Air Force, Dr. James G. Roche, and our Chief of Staff, Gen. John Jumper.

At the heart of these changes is the need to adjust the climate and culture at our Academy to ensure that cadets truly embrace the Air Force's core values of integrity, service and excellence. A key part of this is the fundamental need for cadets to be loyal to these values rather than being loyal to another cadet or individual who betrays those values.

The climate the Air Force seeks is one based on our core values and creates an environment of trust and mutual respect where cadets accept the personal responsibility to deter, stop or report any criminal action or wrongdoing—including sexual assaults or harassment. This is the same climate we need across our Air Force.

In general, we have truly exceptional leaders and people who wholeheartedly embrace and promote this climate. Unfortunately, we have some who don't. Any sexual assault or sexual harassment must not be tolerated and needs to be reported immediately.

In circumstances where a potential criminal action has occurred, such as rape, the Air Force Office of Special Investigations needs to be involved as soon as possible to preserve and secure evidence critical to prosecuting any perpetrator.

The victim of such a crime needs help and support to deal with the aftermath of such an incident and our Air Force has numerous superb programs in place to assist in those efforts. But, ultimately it is the support and assistance of the victim's organization and friends that make the most difference in helping that person fully recover.

Similarly, when it comes to sexual harassment, no one should tolerate this type of discrimination—anyone who experiences sexual harassment or observes it needs to report it!

Commanders and supervi-

sors are charged with the responsibility to promptly deal with any allegation of such harassment. This means a thorough and timely investigation needs to be done and prompt appropriate action needs to be taken against anyone who commits or condones such behavior.

Inspectors general at every level need to assist commanders by informing them about the culture and climate that exists within their organization—many times reflected in the type and number of complaints that IGs receive. When appropriate, they can also assist investigating officers in producing timely, quality investigations for appropriate actions by commanders.

The vast majority of our Air Force adheres to and supports our core values every day—a key part of why we are the world's best Air Force.

Those who commit crimes or other wrongdoing need to be dealt with quickly and decisively—our country, our Air Force and our people deserve no less.

RAYMOND P. HUOT  
Lieutenant General, USAF  
The Inspector General



# Technology and Acquisition



**Col. Bradford E. Ward**  
**Inspector General**  
**Air Force Space Command**

Throughout the Air Force, we pride ourselves on our engineering and operational ingenuity in getting the most combat power feasible out of our weapon systems. To this extent, Dr. James G. Roche, Secretary of the Air Force, and Gen. John Jumper, Air Force Chief of Staff, have highlighted successes in recent combat operations ranging from the use of unmanned aerial vehicles with Hellfire missiles to protect Army Rangers under fire to warfighters guiding pilots to target from the back of a horse with a laptop and a global positioning system (GPS) receiver.

Clearly, maintaining our air and space superiority requires us to maintain our technological edge. Shortfalls in protecting our systems could result in others being able to duplicate, degrade or deny our access to key capabilities.

On Feb. 17, 2000, then-Deputy Secretary of Defense John Hamre responded to Department of Defense-wide findings in this area by directing the DoD Inspector General to ensure a uniform series of in-



spections on the security, technology protection, and counterintelligence practices at DoD research, development, test, and evaluation (RDT&E) sites.

Within the Air Force, this initiative affects Air Force Space Command and certain other major commands, and charges these MAJCOMs with using a common set of DoD inspection guidelines to inspect and report on unit compliance with applicable DoD directives. Fiscal 2003 is the first year this initiative is being implemented within the Air Force. The governing memorandum of understanding between DoD and each of the service inspectors general requires DoD to annually report significant findings and recommendations resulting from these inspections to Congress in January of the following year. The Air Force Space Command Inspector General conducted

a series of these inspections, dubbed "Technology Protection Inspections" (TPIs) throughout the command in fiscal 2003.

## DoD IG

### INSPECTION GUIDELINES

One of the hardest jobs for inspectors with this initiative was using DoD IG's 14-page inspection guidelines. We've used DoD's checklist as a guide and have been working with the Air Force Inspector General staff to develop a validated checklist that is more applicable to field units and provides some priority regarding the critical items that need to be addressed.

### APPLICABILITY

#### TO RDT&E SITES

Within Air Force Space Command, the list of applicable RDT&E sites was reduced to test squadrons, operational wings at test ranges, battlelabs, acquisition staff and system program offices, and Space and Missile System Center detachments. While the acquisition staff and system program offices understood how this initiative applied to them, other units we've inspected were not certain what responsibilities they had outside of ensuring traditional security (personnel, information, physical, etc.) for the space and missile system activities they supported.

Acquisition system program offices and the Air Force Space Battlelab had the responsibility to identify critical program information (CPI) or critical

# on Program Inspection



system resources (CSR) associated with the capabilities they develop. The Air Force Space Battlelab, while not a System Program Office and typically dealing with commercial off the shelf (COTS) capabilities, sometimes applied these COTS capabilities with existing weapon systems to create a new unique capability. Accordingly it also had the responsibility for assessing the characteristics of these applications to determine whether there was any associated CPI or CSR and to pass on this information to the user or system program office integrating these functions.

Test squadrons, operational wings at test ranges, and acquisition detachments monitoring contractor activities all had the responsibility to be aware of the CPI and CSR for the system activities they supported and to protect them appropriately per each system's Program Protection Plan. The Air Force Space Command IG initially noted several discrepancies in program managers not assessing their CPI and CSR or feeding this information to affected field units. Fortunately, further inspections showed that program man-

agers were aggressively taking actions to correct these discrepancies.

## HIGHER HEADQUARTERS FINDINGS

In addition to the internal command issues, our IG team also identified some key higher headquarters issues relative to counterintelligence support and training, as well as Air Force-level issues regarding periodic refresher training and Air Force battlelab responsibilities for technology protection. Generally, the Air Force Inspection Agency also noted these issues in their December 2002 Eagle Look (management review), *Critical Technology and Information Protection (CTIP)*.

The AFSPC IG has raised these issues to Secretary of the Air Force Inspector General and the agencies responsible. For further information on Air Force Space Command TPIs, as well as Air Force-level issues regarding periodic refresher training and Air Force battlelab responsibilities for technology protection, please contact AFSPC/IG. ★

*TIG Brief thanks Maj. Will Evans and Mr. Ray Gross of AFSPC/IG for bringing Colonel Ward to our pages.*





## Summaries of Air Force Inspection Agency management reviews

### Outsourcing Network Control Center (NCC) and Network Operations and Security Center (NOSC) Functions

#### The team assessed ...

... the effectiveness of outsourcing Air Force network operations. Long before the Air and Space Expeditionary Force (AEF) and the War on Terrorism, much of the Air Force had already outsourced network control centers (NCCs) and network operations and security centers (NOSCs) per the A-76 process initiated by the federal government in 1983. The team addressed concerns that outsourcing the enterprise network operational structure might no longer be appropriate. The team conducted 280 interviews at 44 units on 28 base installations, eight major commands, Headquarters Air Force Reserve Command, Headquarters Air National Guard and Headquarters Air Force. In addition, the team collected 1,155 web-based questionnaires from 97 installations.

#### The team found ...

... cumulative impact on network operations was not analyzed during execution of outsourcing initiatives, resulting in stressed communications career fields and shortfalls in NOSCs' skill levels and skill mixes.

... lack of standardization in the areas of server consolidation, performance metrics and initial statements of work (SOWs), resulting in a negative effect on operations and services. Non-standard hardware and software configurations created additional learning and training requirements. Performance metrics did not communicate Air Force network operations. Initial NCC SOWs were deficient.

#### Look forward to ...

... development and communication of C<sup>4</sup> outsourcing strategies and operational requirements to MAJCOM/SCs.  
... consideration by MAJCOMs of unit type code (UTC) and deployment requirements during outsourcing execution.  
... analysis of the cumulative impacts of C<sup>4</sup> outsourcing decisions, ensuring that Air Force requirements are met.  
... a feasibility study on selectively manning the NOSCs.  
... standardization of the Air Force network enterprise server consolidation strategy and communication of the strategy to the MAJCOMs.  
... standardized, relevant performance metrics.

**Want to know more?** Contact Team Chief Lt. Col. Steven "Sky" Walker, [steven.walker@kirtland.af.mil](mailto:steven.walker@kirtland.af.mil), DSN 246-2079.

### Acquisition Transformation (AT)

#### The team assessed ...

... the ability of the Air Force to implement new acquisition policies, initiatives and processes. The review focused on concepts outlined in SAF/AQ's June 4, 2002, policy memo, *Reality-based Acquisition System Policy for all Programs*. Data was collected through interviews with over 351 personnel, including 56 general officers and members of the senior executive service, and eight defense industry corporate vice presidents. To identify impediments to implementing acquisition transformation, the Eagle Look team interviewed personnel in Air Force organizations involved in all aspects of the acquisition process, both space and nonspace, including HAF, HQ ACC, HQ AFMC, HQ AFSOC, HQ AFSPC, HQ AMC, AFC2ISRC, AFOTEC, and all AFMC/AFSPC product and logistics centers. The team also conducted interviews with DoD acquisition organizations to get a broader perspective.

#### The team found ...

... that without significant work to address cultural barriers, infrastructure weaknesses and resource limitations, the Air Force is not currently on a path to successfully transform acquisition. Specific impediments hampering the Air Force's ability to transform included:

- no apparent baseline, metrics or a clearly defined end state with which to manage the transformation;
- insufficient workforce familiarity with transformation concepts;
- workforce attitudes, perceptions and expectations—most notably widespread cynicism regarding another effort to "fix" the acquisition system; and
- lack of appropriate workforce training and experience to implement some transformation concepts.

#### Look forward to ...

... establishment of change management criteria for the transformation.  
... clear communication by senior leadership of the transformation rationale, their support of the acquisition workforce and their expectations of all personnel involved.  
... improvement in the availability, training and experience of personnel.  
... leadership attention to specific cultural, infrastructure and resource impediments.

**Want to know more?** Contact the team chief, Lt. Col. Dave Buckman, DSN 246-1740, [david.buckman@kirtland.af.mil](mailto:david.buckman@kirtland.af.mil).



# Needless anxiety over your next inspection

Col. (Dr.) Donald Geeze HQ AFIA/SG2

Few events generate as much organizational angst as an inspection. Health Services Inspections (HSI) are no exception.

Anxiety is defined as an emotional reaction to a threat that doesn't exist in reality. Fear is a reaction to a true threat. Anxiety, while a common emotion, generally causes problems for individuals and organizations and rarely serves any productive purpose.

For most medical units, the reaction to an impending HSI is best defined as anxiety. A few have reason to fear an HSI for the likelihood of its revealing the truth about their inadequacies. This latter group is fortunately very small, and given the fact each already knows its problems, usually has far less anxiety than those in the majority. They know they are likely to be rated poorly, and have resigned themselves to it, often rationalizing their performance instead of accepting responsibility and taking control to fix the problems.

Since it is a small group, and their problems will eventually come to light during an HSI, the rest of this article will deal with the majority—those that having nothing to fear from an HSI, but that often lose sleep worrying that they do.

In 2001 we implemented the short-notice inspection schedule with JCAHO, the Joint Commission on Accreditation of Healthcare Organiza-

tions. This was supposed to have been the equivalent of a no-notice inspection, but for the sake of practicality, we give units approximately 30 days' notice, with the caveat that nothing done after notification will be given credit.

## Feel free to take leave

We also ask that, in keeping with the no-notice spirit, that leaves and TDYs not be cancelled. Many units have accepted this paradigm and have had HSIs without some of their "key" personnel.

Others, however, have immediately cancelled all TDYs and leaves after notification and also have gone to extended work hours to "polish the books" for the HSI. This does not reflect well on an organization's leadership; the philosophy behind short-notice HSIs is to provide senior leaders with an accurate, real-time assessment of the status of their medical resources in their normal daily routine.

When we assess a unit that has devoted excessive time preparing for an HSI, what we're assessing is how well they prepare for an HSI. This often provides an accurate picture of the health of the unit; if it is able to gear up for an HSI, it is probably able to meet other challenges presented to it. Unfortunately, this mindset also causes a lot of wasted effort in preparation that doesn't serve the mission.

The wasted effort piece is what we

were trying to avoid by going to short-notice scheduling. Medical units have enough to do without the Air Force Inspection Agency (AFIA) adding to their list of priorities.

## You know not the hour

Many units think they have "oracles" who "know" when the HSI is coming. With this "knowledge," some units go into their preparatory mode, canceling leaves and TDYs and working extended hours, preparing for an HSI that may be a year or more away.

The cost to the Air Force Medical Service of this aberrant behavior, while not easily calculated at the local level, is considerable. Good people, who are already working hard to accomplish the mission, have additional taskings and disruptions in their training and personal lives for no good purpose because the inspection, for all they know, may be far into the unscheduled future.

In Basic Training in 1969, we were given a block of instruction on rumors, their ubiquity in a military environment, and the damage they can do to the mission and the Air Force. This was a revelation for me at the time, and apparently might be likewise for many in the Air Force now. ☛

TIG Brief thanks Colonel Geeze, flight surgeon, psychiatrist and deputy director of AFIA's Medical Operations Directorate, for his contributions to this page over the past three years. He retires this summer after 33 years of service.



# Recent **AUDITS**

## **Survival equipment**

At a fighter wing, management of egress and survival equipment installed on aircraft could be improved.

Specifically, egress and survival parts on 54 percent of the aircraft reviewed had incorrect replacement dates.

Egress personnel immediately grounded two aircraft with overdue replacements. However, had remaining errors not been detected, 60 aircraft would have flown an average of 21 months after parts exceeded their safe life.

Any egress part malfunction greatly reduces the chances of aircrews surviving an aircraft ejection.

Additionally, CAMS data for 98 egress and survival parts on 46 of 178 aircraft was not complete or correct.

During the audit, management corrected the erroneous data to include replacement dates.

Further, a comprehensive policy to conduct annual review of all aircraft folders was issued and training was provided to personnel.

*Report of Audit*

*F2003-0001-FBS000*

## **Drug-testing program management**

An Air Force product center did not always effectively manage the drug-testing program to assure a drug-free work environment.

Specifically, the review identified five significant issue areas adversely impacting program results:

- sampling methodology did not include the required percentage of military and civilian participants,
- metrics were not always documented and reported as required,
- military members and civilian employees were not properly notified when selected or required to appear when scheduled for testing,
- personnel did not maintain all required documentation, and
- officials were not properly notified when participants tested positive.

Management officials strengthened controls to increase program oversight and resolve all problem areas noted.

*ROA F2003-0005-FCH000*

## **Security program strengthening**

A recent audit found an Air Force Reserve Command base needed to strengthen its security program.

The security environment, now more than ever, requires effective information and personnel security controls.

Managers did not always adequately maintain personnel security clearances as some personnel assigned to top secret positions only possessed secret security clearances.

None of the individuals had submitted required documents to either request the proper clearance or downgrade the access code required.

Also, unit personnel and security managers did not implement adequate controls over security containers and secure storage rooms, and did not always document quarterly security training.

Management's actions, taken and planned, will resolve the problems in all areas.

*ROA F2003-0010-FDD000*

The Air Force Audit Agency (AFAA) provides professional and independent internal audit service to all levels of Air Force management. The reports summarized here discuss ways to improve the economy, effectiveness, and efficiency of installation-level operations and, therefore, may be useful to you. Air Force officials may request copies of these reports or a

listing of recently published reports by contacting Mr. Robert Shelby at DSN 426-8013; e-mailing requests to [reports@pentagon.af.mil](mailto:reports@pentagon.af.mil); writing HQ AFAA/DOO, 1125 Air Force Pentagon, Washington, D.C. 20330-1125; or accessing the AFAA home page at:

**<http://www.afaa.hq.af.mil>**





# OSI

## **No-notice inspection process**

OSI has implemented a no-notice random inspection (NNRI) process to motivate constant attention to “guns, funds and evidence ... the big three when it comes to maintaining the soundness of OSI,” according to OSI inspectors.

The no-notice process intentionally corresponds with the OSI IG’s extension of the unit compliance inspection (UCI) cycle from 24 to 36 months.

Special Agent Robert Jakcsy said that extension of the UCI cycle lessened the inspection burden on the field, but the additional 12 months between UCIs created a need for the no-notice process to ensure sufficient attention to the critical areas.

All OSI units not scheduled for a UCI during a particular calendar year comprise the pool of units susceptible to a no-notice inspection.

Sixteen such inspections will occur each year. That number was chosen because a statistical analysis of the concept revealed that 16 would provide a statistically sound 95-percent confidence rating that the inspections accurately reflect the entire command’s compliance.

Units are selected at random by a computer in the IG’s office. Further ensuring the randomness of selections, OSI Commander Brig. Gen. Eric Patterson himself pushes the selection button while the selection-generating program is running.

Once units slated for UCIs within a given year are eliminated from the eligibility pool, about 100 units remain, from which the 16 are chosen during the course of the year. That equates to a 16-percent chance of any eligible unit being selected in any given year and a 48-percent chance of being selected over the course of the 36 months between UCIs.

When a unit is chosen, one or two inspectors hit the road within a week, arriving unannounced. The inspections last only a few hours and inspectors remain as unobtrusive as possible.

“We don’t intend the process to hinder the mission of the unit being inspected,” said Special Agent Kim Saxon. “In fact, we’ll even adjust our schedule the day of the inspection to accommodate whatever’s going on in the unit that day.

“Based on the feedback we’re getting from the across the command, it’s driving compliance. The units are identifying and correcting problems on their own.”

## **Joining forces with forces**

OSI detachments at Eglin AFB and Hurlburt Field, Fla., have joined forces with security forces to form a metro area Joint Drug Enforcement Team (JDET) task force.

JDET is a cooperative counter-drug initiative in which security forces personnel serve with OSI special agents as the installations’ drug suppression team.

According to the concept of operations, signed by both installations’ detachment commanders and security forces commanders, each detachment

and security forces squadron provides at least one member for the task force.

Some of the processes the task force plans to implement are: working with senior leadership to establish prevention programs; liaison with local and federal law enforcement to facilitate interdiction; collecting drug intelligence from human sources and law enforcement; and many more processes.

## **Online thievery**

Two employees of the Army and Air Force Exchange Service online shopping service pleaded guilty to stealing nearly \$150,000 in merchandise using customers’ credit card information and other personal data.

The OSI Detachment in Dallas and the FBI tried rooting out the thieves using several approaches, even posing as a United Parcel Service driver. Ultimately it was the online system’s own security feature that enabled them to crack the case. An OSI special agent took advantage of the fact that AAFES employees must enter their own user names and passwords each time they access a victim’s account to alter, for instance, the delivery address.

The agent also traced transactions through ISPs (Internet service providers). The culprits plus two others involved in the crime all pleaded guilty when the U.S. attorney showed them the digital evidence provided by the agents.

*TIG Brief thanks Maj. Michael Richmond and Tech. Sgt. Carolyn Collins for their contributions to this edition’s OSI page.*

### **The Air Force Office of Special Investigations:**

- Detects and provides early warning of worldwide threats to the Air Force.
- Combats threats to information systems and technologies.

- Identifies and resolves crime that threatens Air Force readiness or good order and discipline.
- Detects and deters fraud in the acquisition of Air Force prioritized weapons systems.

**Senior Master Sgt. Steve Reed**

Chief, Readiness Inspections HQ AFSPC/IG [steve.reed@peterson.af.mil](mailto:steve.reed@peterson.af.mil)

The ability to survive and operate (ATSO), a major graded area of an ORI, is just as important in a major command like Air Force Space Command as it is at Kunsan Air Base, Korea. Only the challenges are different. Kunsan's biggest challenge is bedding down and training the incoming forces. These forces come from AFSPC bases as well as the installations of other major commands. AFSPC's challenge is that we mostly provide follow-on support. We don't have the personnel, weapons systems and equipment packages that lead wings provide. Our supporting role creates a challenge to ensure ATSO training and exercises are conducted. However, the responsibility of ensuring readiness remains the same.

This article addresses two issues regarding your ATSO responsibilities: common core skills and available guidance. Then it offers tips for conducting exercises.

## COMMON CORE SKILLS

Look at this as any ATSO task completed by any airman regardless of job series or assigned unit type code (UTC). For example, any unit could exercise these common core skills:

- Proper wear of chemical protective equipment. (How do I wear my mask so it won't fog?)
- Understanding current alarm signals and mission-oriented protective postures. (What is this new Alarm Green?)
- Contamination avoidance and contamination control. (Why do I put plastic on equipment outside? How and when do I decontaminate myself or my equipment?)
- Ability to process through a

contamination control area or perform self-aid buddy care. (How do I use the buddy system?)

- Ability to perform post-attack reconnaissance. [How do I identify, mark and report a UXO (unexploded ordnance)?]

## AVAILABLE GUIDANCE

ATSO training and exercise requirements are found in various Air Force directives. For example, the command supplement to Air Force Instruction 90-201, *Inspector General Activities, Air Force Space Command Policy*, paragraph A5.5.1 asks, "Are appropriate plans established and actions demonstrated to sustain, defend, survive and recover force capability within the assigned theater of operations..." So, at a minimum you should have plans or procedures that include pre-, trans- and post-attack procedures, relocation procedures, black out, hardening, etc.

AFI 10-2501, *Full Spectrum Threat Response (FSTR) Planning and Operations*, covers more requirements. It states "NBCC (Nuclear, Biological, Chemical and Conventional) defense task qualification training conducted at the unit follows NBCC defense classroom training on wartime mission essential tasks." You should know what your wartime tasks are and should train on those tasks beyond the training that is provided by the Civil Engineer Readiness Flight. Imposing NBCC training requirements, through in-house or upgrade training, upon already heavy training schedules does increase the degree of difficulty. However, a certain level of training and performance is expected of you as you step off that plane at Kunsan. The bottom line: If you see only the

inside of your MCU-2A/P gas mask once or twice a year, then you probably have a training deficiency. AFI 10-2501 also covers exercise requirements and requires an attack response exercise be conducted at least every 15 months in NBCC low-threat areas and the scenario is required to test your mobility commitments (can your deployed troops operate in a high-threat area?).

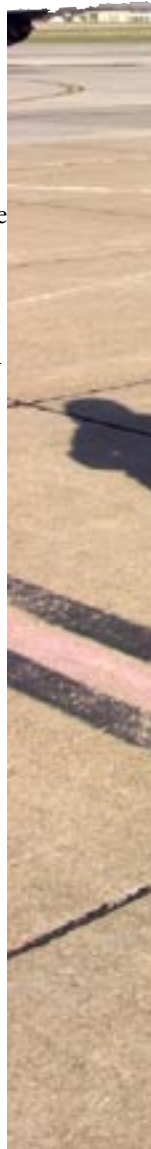
Air Force Manual 10-2602, *Nuclear, Biological, Chemical, and Conventional (NBCC) Defense Operations and Standards*, provides units with outstanding guidance on developing, training and exercising in an NBCC location. This manual provides NBCC defense tasks at the installation, unit, supervisor and airman level.

## Exercise Tips

I'd like to conclude by providing some exercise tips—not based on directives, but based on being on the receiving end of many local and higher headquarters exercises. When planning for installation exercises consider realism and simulations.

**Realism.** Provide realistic enemy or missile attack scenarios and provide periods for Alarm Black operations long enough to consider work-rest cycles and reconstitution of assets. Ensure "kills" are based on realism. Do evaluators "kill" personnel because they didn't get their protective mask on in 9 seconds (even though the missile hadn't impacted yet)? This may not be a reason to "kill" personnel but it may show a task qualification training (TQT) deficiency.

**Simulations.** Installations will often simulate operations that result in not being able to identify if the unit has the capability to operate in a contaminated environment. Avoid these pitfalls of simulations:







- Simulated plastic covers on everything. (For example, a 3x5 card in the window of a truck saying “Simulated Covered”). Result: False sense of capability of managing assets. Consider, as an alternative, putting an opaque piece of plastic over the entire exterior of the windshield. This will require the removal and storage of the material prior to use of the vehicle.
- Off-limits facilities and off-shift personnel. It’s understandable why units allow

this simulation. However, how often do you address these in realistic terms?

- Driving in MOPP 4. Have you ever heard, “We simulate driving in MOPP 4 for safety reasons”? If so, when are airmen ever trained to actually drive in that high a level of chemical warfare protective gear?
- Simulated NBC materials. CE Readiness spends significant time creating simulated NBC items (M8/M9 paper, decon kits, etc.) and then issuing them prior to the exer-

cise. A more realistic scenario is to evaluate Supply issuing this simulated equipment during whatever process is used for real-world. Another distractor is that all of these simulated items neatly fit in one small sandwich bag kept in the pocket of training ground crew ensembles.

- Nerve agent injectors. The actual training simulators, available through medical supply, are the only things to realistically evaluate proper use of the injectors. How effective can airmen demonstrate the proper use of injectors using a clothespin? Substitutes work for evaluating, storing and issuing but not for actual use.
- Water vs. bleach decontaminants. If simulations call for water, then use water. Don’t then go and simulate water with just a sign that says “Simulated Bleach.” Result: negative learning by not showing that there are factors to consider (such as replacement of the bleach, safety, spilling or splashing of bleach, covering and uncovering the troughs and containers, etc.)

NBC evaluations should be conducted with the same principles and techniques associated with all productive exercises and inspections—realistic portrayals of the situation and minimum simulations.

Leadership at every level has a responsibility to ensure that their people have the tools (training and exercises, in this case) to ensure the ability to survive and operate in a wartime environment. Even as a follow-on UTC, the responsibilities remain the same. ✦

# TIGBITS

*Best Practices  
from the field*

## CGOs design own course at Randolph



## HEAT stress cards

### at Goodfellow

**W**allet-sized heat stress reference cards have been developed at Goodfellow AFB, Texas, by the 17<sup>th</sup> Medical Operations Squadron. The cards, for both training and work, outline the procedures in Air Education and Training Command Instruction 48-101, *Prevention of Heat Stress Disorders*. Cards are provided to virtually all instructors as a quick reference for work-rest cycles and recommended fluid intake.

*Tech. Sgt. John Teutsch*  
DSN 477-3286

[john.teutsch@goodfellow.af.mil](mailto:john.teutsch@goodfellow.af.mil)

**C**ompany grade officers designed their own Wing, Squadron Officer Course at Randolph AFB, Texas. The 40-hour course was developed from scratch by the CGOs throughout Team Randolph under the supervision of the CGO Council advisor and wing commander.

Randolph's WSOC course is designed to enhance the job performance of junior officers, strengthen professional values and assist in transforming lieutenants into flight commanders.

The course covers the wing's mission, leadership, officership, career development and management. The WSOC provides newly commissioned officers with the tools needed to run a section or flight and demonstrates how to be more effective in their leadership role. The officers also receive detailed instruction in: officer and enlisted professional military education, the promotion system, assignment process, enlisted issues, organizational management, and enlisted and officer performance report writing. The EPR/OPR seminar gives the officers practice at writing reports so they are better prepared as supervisors.

*Capt. David Stanfield*  
DSN 665-2277

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## Legal basics on CD at Little Rock

**A** legal training program and guide on CD for commanders and first sergeants has been developed by the 314<sup>th</sup> Airlift Wing Judge Advocate Office at Little Rock AFB, Ark.

The CD is a source of basic legal information. By having a step-by-step legal guide on their desks, the CD saves time for commanders, first sergeants and legal office personnel by allowing easy access to information that ordinarily would've taken several phone calls to obtain. Commanders and first sergeants are now better prepared to deal with the myriad of legal issues facing them every day.

The fact-based scenarios on the CD give commanders and first sergeants an innovative and user-friendly way to help solve many of the complicated legal matters experienced by their troops.

*Capt. Jeremy Lasiter*

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**T**hanks to a new screening process, maintainers now avoid the destruction of reusable components when excess aircraft must be demilitarized before disposal at Sheppard AFB, Texas. By thoroughly screening all parts, subassemblies and assemblies, they ensure components are properly identified and there's no current demand in the supply system.

Some newly salvaged components are either made available for their original purpose or in an alternate capacity throughout the Air Force or in foreign military sales. The process allows for immediate reutilization

of the items, reduces supply demand levels and saves significant Air Force resources.

The screening process improves the maintainability of older weapons systems while improving Air Force readiness. It also improves utilization of existing training

equipment, reduces overall training cycles and provides better training for future aircraft maintainers.

*Mr. Joe G. Slack*

DSN 736-2316

[joe.slack@sheppard.af.mil](mailto:joe.slack@sheppard.af.mil)

## SCREENING SAVES PARTS AT SHEPPARD

# FOR OFFICIAL USE ONLY

## Not Just an Expression



**Mr. John Clendenin** TIG Brief/Editor [john.clendenin@kirtland.af.mil](mailto:john.clendenin@kirtland.af.mil)

**IT'S** easy to play fast and loose with material labeled “For Official Use Only” (FOUO). After all, it’s not classified. But FOUO is “controlled unclassified information” and the Air Force expects such material to be controlled, protected and handled responsibly. Another good word for it is “privileged.”

What documents qualify for the FOUO designation, the privilege? Those documents being protected are those that invoke the Air Force’s “deliberative” or “decision making process.” Government entities must be free to conduct internal reviews and assessments to determine effectiveness, efficiency and operational readiness secure in the knowledge that these internal reviews will not be released without proper notice and review. That’s where the markings come into play. Inspector

General reports, for example, are “privileged” and exempt from discovery under the Freedom of Information Act (FOIA). See *DoD Freedom of Information Act (FOIA) Program*, DoD 5400.7-R, AF Sup, C3.2.1.5.1.6, June 24, 2002. Unclassified reports and portions of “For Official Use Only” must be labeled as such if they contain privileged or deliberative process FOUO information per AF Supplement to DoD R 5400.7-R, *DoD Freedom of Information Act (FOIA) Program*. See also AFI Reference 90-201, *IG Activities*, paragraph 2.8.1, Oct. 1, 2002.

IG reports employ special marking and handling, per AFI 90-201, paragraph 4.8, Oct. 1, 2002. An FOUO document can be on any form of today’s media, to include CD ROM, DVD and floppy disks, as well as audio and video tapes. And, of course, paper. All must receive the same level of protection.

A document doesn’t have to be in final form to be a candidate for FOUO. For example, the Air Force Inspection Agency has a policy of designating the many draft versions of its Eagle Looks (management reviews) as FOUO. The preliminary iterations of those reports can be just as sensitive as the final published review.

By extension, even notes and working papers used in preparing FOUO documents may themselves be FOUO. When in doubt, dispose of those scraps of paper properly, too.

In fact, the FOUO label must be applied to any material that might result in an FOUO final document.

These regulations govern FOUO: Air Force Instruction 31-401, *Information Security Program Management* (Nov. 1, 2001) and Department of Defense Instruction 5200.1, *Information Security Program*





## Protect FOUO by:

- Placing it in drawers, cabinets, etc. During duty hours, locking isn't essential, but it is after hours if the building itself isn't secure.
- Never leaving material out in the open, on desktops, etc.
- Destroying documents when they're no longer valid, applicable, relevant or otherwise useful due to age, or because updates supersede them.
- Password-protecting computer files.

This is easily accomplished in many of the most widely used programs, including Microsoft Word and Excel, and Adobe Acrobat (the full-blown version, not Acrobat Reader). In Acrobat, one or two passwords can be used: one to prevent unauthorized people from opening a file, and another to keep them from altering its contents.

(January 1997), Appendix 3.

To properly dispose of FOUO, shredding by machine or tearing up by hand suffice for paper documents.

Many shredders can also render CD ROMs and DVDs "inop."

Shredders don't have to be designated for classified information to destroy FOUO material.

To destroy audio and video tapes, be sure to destroy the tape, not just the case.

Unit security managers can answer questions about handling and disposing of FOUO. ★

*TIG Brief thanks Col. Wayne Wisniewski, staff judge advocate for the Air Force Inspection Agency, and Master Sgt. George Palma, chief of information management for the agency.*

## What about e-mail?

FOUO material must be protected when transmitted via e-mail:

- Use DMS (Defense Messaging Service) encryption or "Password and ID" protection per AFI 33-129, Table 2, April 4, 2001.
- Call attention to FOUO attachments in e-mails.





## THE LEGAL BASICS

**Col. Gary Leonard, USAFR**

**Col. Wayne Wisniewski AFIA/JA**

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Today the Air Force relies on its Total Force of military, civilian and contractor personnel to accomplish a full range of missions.

This creates challenges for commanders, who must determine in advance when and how to deploy civilian employees or contractors. In anticipation of performing tasks on or near the battlefield, the commander must ensure all members of the team are prepared, including noncombatant civilians.

Before considering deployment of contractors and other noncombatant civilians, commanders must first determine whether a military member can perform the function. If it cannot be performed by a military member, next, it must be ensured that the deployment tasks would not conflict, in the case of contractors, with applicable contracts, or, in the case of federal civilian employees, with applicable regulations.

Contracts, new and existing, should be reviewed to identify services provided by contractors required during a crisis; such should be identified in statements of work. See *Deployment Planning and Execution*, Air Force Instruction 10-403, March 9, 2001.

The two types of contractor support generally used are:

- Support for weapons systems and information technology

equipment maintenance.

- Other support such as transportation of supplies and other nonmaintenance tasks.

Department of Defense Instruction 3020.27, *Continuation of Essential DoD Contractor Services During Crises*, Jan. 26, 1996, can also assist in fulfilling preparedness responsibilities. The instruction's Enclosure 3 contains guidelines for theater admission procedures and includes such items as: training on standards of conduct, protective gear, ensuring contractors receive proper immunizations, and any cultural awareness training. Geneva Convention identification cards and records of emergency data must be completed for contract personnel. Generally, the card should indicate that the contractor is a contractor employee accompanying the force. Contract personnel may be authorized legal assistance while accompanying the deployed force.

With respect to federal civilian employees, commanders must determine whether the deployment would conflict with applicable regulations. An important source of deployment information for civilian employees is Air Force Pamphlet 10-231, *Federal Civilian Deployment Guide*, April 1, 1999. An emergency-essential (EE) designation is an important prerequisite. An EE employee is required to sign a



position agreement, accepting certain conditions of employment arising out of crises. EE civilian employees should have health assessments annually and must be physically and mentally able to deploy.

Other important sources of information of which both contractors and federal civilian employees should be aware:

- The status of forces agreements (SOFA) with various countries from which operations may be staging from, and
- The Geneva Conventions.

Generally SOFAs govern criminal jurisdiction of military members overseas. The Geneva Convention and many SOFAs

distinguish between military and civilian members accompanying the forces and, therefore, they must be read carefully. Moreover, the Military Extraterritorial Jurisdiction Act, which became law in 2000, makes contractor and civilian personnel accompanying the force subject to federal criminal jurisdiction.

Contractors and other civilian personnel must be aware of:

- their legal status as noncombatants under international law, and
- those behaviors that would result in their losing such status.

Commanders considering civilian and contractor deployment issues will do well to include the staff judge advocate (SJA), along with

a contracting officer and civilian personnel specialist among those from whom they solicit assistance. The base SJA has a staff trained in related issues, with knowledge of the Law of Armed Conflict (LOAC), the Geneva Conventions, the pertinent SOFAs, as well as applicable DoD and Air Force instructions and guidance. ★

*TIG Brief thanks Lt. Col. Jorge Romero of the Office of The Judge Advocate General of the Air Force for his assistance with this article. He is chief, Operations Readiness Branch, International and Operations Law Division.*





A major  
facet  
of  
legal  
readiness

# Wills

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**L**egal readiness has many facets. It includes targeting advice provided to Air Force senior leaders, and legal assistance provided to the newest airman. Your judge advocates and paralegals at the legal office work to prevent, overcome or mitigate the adverse effects of legal problems. These problems have the potential to limit mission

accomplishment and individual duty performance. Legal officers pay special attention to prepping airmen—and their families—for deployment. When successful, the Air Force is legally ready, and that state is a critical component of the overall operational and individual readiness.

One important aspect of individual readiness

is the will. The best way to prepare a will for our airmen is to develop it, not just write it. This begins with completing the will worksheet available at your legal office in advance of a will appointment. This is a great time to review emergency data, use the new virtual AFPC Web-based access, and Serviceman's Group Life Insurance (SGLI) inputs. See the personnel office, for accuracy too.

The judge advocates at the base legal office are authorized and

**A deployment line is the last place to write a will, which should be developed, not just written.**



qualified to provide assistance in developing and writing wills. Air Force Instruction 51-504, *Legal Assistance, Notary, and Preventive Law Programs*, May 1, 1996, cites the preparation of wills as one of the important legal assistance services.

Legal officers have the expertise to develop appropriate wills for the vast majority of Air Force members. It is critical that airmen prepare for this appointment. Checklists and worksheets ensure that airmen consider specific factors that make the will an effective legal instrument to provide for survivors and institutions designated as beneficiaries. To protect privacy and ensure full disclosure, communications made to a judge advocate during these will discussions are privileged and confidential.

To provide the best service in preparing wills, the judge advocate will need answers to these essential questions:

- Whom do you wish to benefit in your will?
- Who will serve as guardian for minor children?
- What are your assets and liabilities?
- Who do you want to serve as executor to manage the disposition of your estate and assets?
- What assets do you have that will not pass through the will, for example, insurance policies? Discuss with your JAG.

The first issue is perhaps the simplest, especially for airmen

without children. Usually military members seek to benefit their immediate family or dependents but this is not always the case. They may desire to leave something to other individuals or institutions, friends or charities.

Second, airmen with children need to determine who will raise their children—for many, the most important question to resolve in anticipation of preparing a will. Obviously military members, spouses and ex-spouses should discuss this before arriving at the legal office.

Members should consider what assets are available to fund the estate. Bank accounts, property (including real estate), and personal effects should be listed and accounted for by designating what each individual or institution is to receive. Bottom line: Come prepared to discuss the ownership interest of your personal and real property at your will appointment.

For many junior personnel, the SGLI will comprise the largest asset they have. Airmen must understand that this asset, significant though it may be, does not pass through the will. Attorneys must remind airmen to review their SGLI designations made in the insurance election and certificate, form SGLV 8286, to ensure that it tracks with overall testamentary desires. Other benefits that do not pass through the will include: lump sum Air Force and Social Security death gratuities, unpaid pay and allowances owed the military member, and (depending upon length of service) payments pursuant to the survivor benefit plan.

Specific information on these benefits is available at <http://afpc.randolph.af.mil/casualty/benefits1.htm>.

[//afpc.randolph.af.mil/casualty/benefits1.htm](http://afpc.randolph.af.mil/casualty/benefits1.htm).

Airmen should bring to a will appointment a list of liabilities. These may include a mortgage, car or other personal loans, which will have to be paid from the estate, and which diminish assets available to pass on to those designated as beneficiaries. Include your insurance policies. Many people have insurance in place to pay off liabilities or to go directly to a beneficiary. Airmen assist their Air Force JAG by writing all this down before the JAG drafts the will.

A will designates a responsible person as the executor of the estate. This is the person with the responsibility to carry out the provisions in the will. Assuming prior planning, the executor will have access to the assets necessary to fulfill testamentary desires as set forth under the terms in the will. Individuals with good core values—integrity, excellence and responsibility—should be considered for service as an executor.

Finally, as part of an airman's individual readiness strategy, powers of attorney, medical and otherwise, and a living will should be discussed with the judge advocate drafting the will. Addressing these issues will minimize family members' anguish later, and maximize ability to serve, secure in the knowledge that personal affairs are taken care of. ★

*TIG Brief thanks Lt. Col. Tim Guiden of the Air Force Legal Service Agency for his assistance in preparing this article. He is with the agency's Legal Assistance Division.*

# LEAF, FLYNN AWARD WINNERS



## THE NOMINEES

### ENLISTED OR EQUIVALENT

ACC Senior Master Sgt. David N. Nelson

AETC Senior Master Sgt. Allen R. Cherry Jr.

AFIA Senior Master Sgt. Gerald T. Schaefer

AFMC Master Sgt. Joe W. Huskey

AFRC Senior Master Sgt. Gerald L. Beasley

AFSPC Senior Master Sgt. John E. Pugsley

AMC Master Sgt. Todd A. Epperson

PACAF Master Sgt. Ramon A. Flores

USAFE Senior Master Sgt. Mark A. Altenbernd

### OFFICER OR EQUIVALENT

ACC Maj. John T. Wilcox II

AETC Maj. Tony R. Marlowe

AFIA Lt. Col. Edgar S. Castor

AFMC Mr. David W. Sembach

AFSPC Capt. Shannon E. O'Boyle

AMC Maj. Peter S. Lawhead

PACAF Capt. James S. Griffin

USAFE Lt. Col. Jerry L. Johnson

## THE NAMESAKE

General Leaf served as Air Force IG in the early 80s before capping his career with an assignment as assistant Air Force vice chief of staff, retiring in 1984. General Leaf began his long and varied carrier as an F-80 pilot in South Korea in 1952. He then became a test pilot and a geophysicist. The general then commanded two fighter wings and the Air Force Test and Evaluation Center ("Operational" was added to the name later) before becoming Air Force IG.

## THE WINNERS



Senior Master Sgt. Allen R. Cherry Jr.  
Air Education and Training Command



Maj. Peter S. Lawhead  
Air Mobility Command



**E**ach year, The Inspector General of the Air Force honors the most outstanding individuals and organizations in the inspection arena with awards named after two former

Inspectors General who served with distinction: Lt. Gens. Howard W. Leaf and John P. Flynn. The Flynn Awards go to the outstanding complaints and investigations program offices at the

installation/wing and MAJCOM/NAF/DRU/FOA levels. The Leaf Awards go to the outstanding inspectors in the categories for officers and equivalents and enlisted and equivalents.



## THE WINNERS



In the photo above is the presentation of the Flynn Award for MAJCOM/NAF/FOA/DRU (left to right): Lt. Gen. Raymond P. Huot, The Inspector General, and four members of the AETC IG team: Col. Foster Bitton, Inez Williams, Anita Weeper and Lt. Col. Marty Pelum. In the right photo, General Huot presents the Wing/Installation Level Flynn Award to the 82nd Training Wing, represented by Col. Joseph L. Brown, the 82nd TRW IG.



## THE NOMINEES

### WING/INSTALLATION LEVEL

82nd Training Wing  
Sheppard AFB, Texas (AETC)  
43rd Airlift Wing  
Pope Air Force Base, N.C. (AMC)  
99th Air Base Wing  
Nellis Air Force Base, Nev. (ACC)  
377th Air Base Wing  
Kirtland AFB, N.M. (AFMC)  
48th Fighter Wing  
RAF Lakenheath, U.K. (USAFE)  
35th Fighter Wing  
Misawa AB, Japan (PACAF)  
45th Space Wing  
Patrick AFB, Fla. (AFSPC)

### MAJCOM/NAF/FOA/DRU

Air Combat Command  
Langley AFB, Va.  
Air Education and Training Command  
Randolph AFB, Texas  
Air Force Materiel Command  
Wright-Patterson AFB, Ohio  
Air Force Personnel Center  
(AFPC/CCXI), Randolph AFB, Texas  
Air Force Space Command  
Peterson AFB, Col.  
Air Force Reserve Command  
Robins AFB, Ga.  
Air Mobility Command  
Scott AFB, Ill.  
United States Air Forces in Europe,  
Ramstein AB, Germany

## THE NAMESAKE

General Flynn led an amazing life, which started with the highest IQ and lowest grade point average. He flew in three wars, serving as the ranking prisoner of war for five years in the Hanoi Hilton after being shot down over North Vietnam. General Flynn died in 1997. For the whole story, go to the *TIG Brief* Web site and download our May-June 1999 edition.

# IG PROFILES



## ***Senior Master Sgt. Gerald T. Schaefer***

**Duty Title:** Medical Inspector

**Organization:** Air Force Inspection Agency

**Specialty:** Health Services Management

**Veteran of:** 54 Health Services Inspections (HSIs)

**Job Description:** Conducts HSIs at Air Reserve Component (ARC) medical units. Assesses compliance with Health Affairs, Department of Defense, Air Force, Air National Guard and Air Force Reserve Command policy and prescribing directives for medical programs. Evaluates effectiveness of medical readiness, annual training plans, readiness reporting, on-the-job training, sustainment training, health records management and administrative services programs. Conducts critiques of inspection results and prepares briefings for The Inspector General of the Air Force and major command surgeons general.

**Additional Duties:** Monitors and updates *HSI Guide*. AFIA point of contact for ARC inspection schedule and jumpseat participants.

**Hometown:** St. Louis

**Years in Air Force:** 24



## ***Lt. Col. Edgar S. Castor***

**Duty Title:** Director, Compliance Inspections

**Organization:** Air Force Inspection Agency

**Air Force Specialty:** Security Forces

**Veteran of:** 23 compliance inspections, 21 nuclear surety inspections, 14 operational readiness inspections

**Job Description:** Leads team of hand-picked specialists in evaluation of by-law and mission areas identified by Air Force leadership as critical to the health and performance of 25 direct reporting units (DRUs) and field operating agencies (FOAs). Solely responsible for planning and conducting compliance inspections (CIs). Conducts critiques of inspection results and prepares briefings for Secretary of the Air Force Inspector General, Air Force leaders, congressional and other government oversight authorities.

**Additional Duties:** Senior security forces inspector. Leads, plans and conducts cross-functional management reviews of issues and practices impacting Air Force capability and readiness, with focused expertise on assessing programs. Antiterrorism/force protection point of contact.

**Hometown:** Palm Bay, Fla.

**Years in Air Force:** 19.5



## TIG BIRD

### *Wright Flyer*

1913: Just 10 years after conquering the air, the Wright Brothers kept thinking out of the box, taking to water with the likes of this Wright Model CH.

For more information on Wright Flyers, visit the Air Force Museum at:

<http://www.asc.wpafb.af.mil/museum>





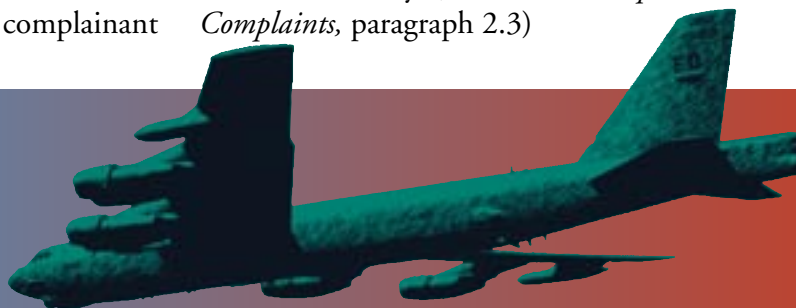
*Can the IG merge similar complaints into a single case?*

Occasionally an IG will elect to merge similar allegations filed by more than one complainant into one investigation. This is strongly discouraged. Multicomplainant cases present complainant notification problems and usually require multiple Summary Reports of Investigation uniquely tailored to respond to each complainant while protecting the interests of other complainants/subjects. They also present Freedom of Information Act (FOIA) and redaction nightmares. Additionally, ACTS II+ (Automated Case Tracking System) does not accommodate multicomplainant cases. In the event of a multicomplainant case, the IG must establish separate file reference numbers for each complainant

and make appropriate, redundant entries in each record (cross-reference related file reference numbers in the comments field of related records).

*Can an investigating officer offer the promise of confidentiality?*

No. The only individuals authorized to grant an express promise of confidentiality is the appointing authority or IG, not the investigating officer (IO). Granting witnesses an express promise of confidentiality protects their statements from release to a third party to the maximum extent permitted by law. However, express confidentiality is granted witnesses only when necessary to obtain essential witness testimony. (AFI 90-301, *Inspector General Complaints*, paragraph 2.3)



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